U.S. Department of Energy
Office of Management, Budget and Evaluation

Integrated Management Navigation System (I-MANAGE)

FMSIC
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I-MANAGE FMSIC Agenda

☑ **1. Executive Steering Committee Briefing (March 2004)**

- **STARS Status**

- **Major Issues**

- **Key Implementation Decisions and Dates**

2. Integrated Contractor Update

- **Interface**

- **Transfers**

- **SGL**

3. I-MANAGE Projects Moving Forward

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I-MANAGE STARS Status – Overall Project

Business process mapping/design completed

- Existing accounting processes documented as well as new Oracle processes defined.

Conversions, Interfaces, and Reports are being designed, developed and tested

- Conversions and Interfaces will be completed before User Acceptance Testing begins (May 2004);
- Development of custom reports will continue through User Acceptance Testing (July 2004).

Three monthly system/integration test cycles successfully completed

- Conducted multiple test scenarios between modules and within modules to test newly defined accounting processes.

Preparing for User Acceptance Testing to begin in May 2004

- Begin STARS User Acceptance on May 3, 2004;
- Complete Round 1 of STARS Users Acceptance Testing and make initial implementation feasibility decision on June 15, 2004;
- Complete STARS User Acceptance Testing on July 30, 2004.

Cyber Security activities to obtain Certification and Accreditation on schedule for July 2004

- STARS Security Plan submitted;
- Security Test and Evaluation Activities in progress.

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I-MANAGE STARS Status – A-76 Impact and Risks

Project Plans are being revised as a result of the Financial Services A-76 Decision

- **New MEO Structure will require reconfiguration of software to reduce from 3 financial service centers to 1**
  - STARS Design, Configuration and Test Team will reconfigure the software using a fresh system environment;
  - STARS Development Team will revise and retest some existing conversions, interfaces, and reports;
  - STARS Training sub-team will revise applicable completed training modules to align with new structure;
  - STARS Organizational Transition Management Team will revise the STARS Change Management and Communications Management Plans to align with new structure.
- **Reconfiguration required cancellation of two cycles of Integration and Module Testing**
  - Two week effort to assess A-76 impacts required cancellation of the January Integration Test;
  - Reconfiguration of the software required cancellation of the February Integration Test;
  - Module and Integration testing is a tool for verifying / validating business processes and supporting the critical knowledge transfer to project team members.

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I-MANAGE STARS Status – A-76 Impact and Risks

- **Implementation Risk increased due to:**
  - Assessment of A-76 impacts and reconfiguration of the system to align with the MEO (3 financial service centers to 1) pressures an already aggressive project schedule;
  - Additional work to revise applicable conversion routines to the new structure, diverting resources from other program development activities;
  - Cancellation of two integration / module test cycles shifted additional risk to the User Acceptance Test phase. **There is even more risk if people identified in the Staffing Model don't fully participate as committed.**

- **Personnel risks include:**
  - Federal members of the STARS Project Team whose jobs are eliminated or downgraded may have a critical impact on project activities;
  - Local priorities may prevail over STARS. STARS already has a very lean Departmental Project Staff and is critically thin in vital project skills therefore, everyone's full participation is imperative.

- **Other related risks:**
  - Competing organizational initiatives draw on the same pool of resources; an integrated project plan has been developed that includes the 3 competing initiatives (Financial Statements, MEO, STARS);
  - Various reorganizations delay final code values in STARS, complicating the reconciliation of DISCAS / MARS data to STARS.

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I-MANAGE STARS Status – Federal Staffing

Improved Federal staffing model approved and accepted
100% (Full-time) Participation

- At least 4 individuals from the pool of trained staff were assigned/detailed to each STARS Team/Sub-Team.

- Individuals were assigned/detailed to the I-MANAGE STARS Project full-time with an agreement to travel to Germantown up to 2 weeks each month as needed. May – July 2004 will be the peak "User Acceptance Testing" period for an October 2004 implementation; however, this staffing model assumes full-time participation from now until the project is implemented and operational.

- Additional Federal staff that have been trained and involved with the project in some capacity will continue to participate to the extent possible to put the Department in the best possible position to obtain a critical mass of trained people to operate the system after it is implemented.

- Monthly Task Assignments/Performance Reports will be prepared and distributed to Project Team Members and their Supervisors.

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I-MANAGE STARS Status– Federal Staffing (Cont'd)

STARS Federal Staffing – Make-up of Full-time Team

Project Manager (ME-13)

- **Purchasing (4)**
  - Team Leader (ME-14)
  - OR, NETL, ME-14
- **Accounts Payable (4)**
  - Team Leader (OR)
  - NNSA, SR, ME-14
- **Accounts Receivable (5)**
  - Team Leader (NNSA)
  - NNSA, RL, NETL, ME-14
- **Fixed Assets (4)**
  - Team Leader (OR)
  - NNSA, SR, ME-14
- **General Ledger (8)**
  - Team Leader (ME-12)
  - OR, ID, SR, RL, ME-12, ME-13, ME-14

- **Implementation Team (5)**
  - Team Leader (ME-2.5)
  - OR, ME-12, ME-13, ME-14
- **Development Team (2+)**
  - Team Leader (ME-13)
  - ME-14 (+ critical part-time from SR)
- **Information Technology Team**
  - Team Leader (ME-13)

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I-MANAGE STARS Status – Accounting Transition Plan

The project team is monitoring the progress of the Accounting Transition Plan to ensure data integrity for conversion to STARS

Issue: **Some offices have reported modest or no progress against the DISCAS data integrity milestone.**
- At this time, Chicago, NNSA and Savannah River are of greatest concern.

- **Near term adverse impacts include:**
  - Severely hamper the analysis of data conversion test results;
  - Cause delays in and/or misinterpretation of user acceptance test results; and
  - Consume key project staff resources.

- **Long term adverse impacts that will occur if DISCAS data problems infiltrate the STARS production environment include:**
  - Increase the risk for operating failures;
  - Hamper issue diagnosis and resolution efforts during the critical first few months of operation;
  - Increase the risk for unreliable financial reports;
  - Increase the risk for significant audit findings;
  - Ultimately consume greater resources to resolve the data integrity issues due to the complexity of the Oracle data base.

Resolution: **Staff resources familiar with DISCAS need to be directed to focus their attention on data clean-up.**
- Each office struggling to complete the DISCAS data clean-up needs to work with the Field Office Manager, LPSO or other appropriate management official to:
  - Identify and defer non-critical activities; and/or
  - Obtain underutilized staff resources from other functional areas to support CFO activities; and/or
  - Require overtime.

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I-MANAGE STARS Status – Change Management/Communications

- **Began Change Management activities (J. Campbell memo dated February 5, 2004)**
  - Change Management team is talking to key leaders
    - ∗ 20 DOE leaders identified for initial interviews (CIO/Acting CFO February memorandum – Assessment of Change Management Needs for the I-MANAGE STARS Implementation);
    - ∗ List of key stakeholders to be expanded as a result of the initial interviews.
  - Change Management team is conducting user surveys
    - ∗ Begun process to survey users (Capital Accounting Center and Oak Ridge) of the accounting system.
- **Distributed I-MANAGE Newsletters**
  - Focused on entire I-MANAGE Program / Distributed to everyone using DOECAST;
  - Available at: http://www.mbe.doe.gov/ME2-5/i-manage/newsletter.pdf
- **Launched I-MANAGE STARS Communiqué**
  - Focused on STARS / Defined distribution / More technically detailed than the I-MANAGE Newsletter;
  - Available at: http://www.mbe.doe.gov/ME2-5/i-manage/communique.htm
- **Developed and distributed I-MANAGE STARS brochure**

STARS Major Issues – COTS Customization

Previous ESC Decision: COTS software will not be "customized" when customization involves modifications to the baseline software as installed.

Issue: Budget Execution and Formulation System (BEFS) and the Funds Control Distribution System (FCDS) are major Field Budget Systems used for pre-planning, budget formulation, and budget execution that were developed by the field to gain automation efficiencies. To retain these efficiencies, a modification is required to the Oracle COTS to interface data from these field systems. This effort has been analyzed and determined to have a minimal impact on the Oracle COTS. Not making this change would result in a significant manual effort not considered in staffing the MEO.

Alternative: Manually enter thousands of entries.

Resolution: Approve modification and submit to Oracle for inclusion in future core revision.

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STARS Major Issues – COTS Customization

Upcoming OMB Directives:

Intragovernmental Transactions Exchange (IGTE):

- E-Gov initiative of the President's Management Agenda (PMA);
- Transforming intragovernmental ordering and billing (interagency agreements);
- Primary objective is to merge financial and procurement procedures to enable universal electronic processes, and reduce payment and collection problems;
- Initial data transmission to the centralized repository or exchange portal is scheduled for July 2004.

Central Contractor Registration (CCR):

- Effective October 1, 2003, contractors must be registered in the CCR;
- Established to eliminate the need to maintain paper-based sources of contractor information;
- Provides a single validated source of data on contractors doing business with the Government.

Issue: **New directives are being mandated before standard Government requirements are developed consequently, COTS System enhancements are not available in the required timeframe. To meet OMB directed dates, major customizations may be necessary for each agency operating a COTS System. Software vendors are waiting on JFMIP to issue requirements before changing the COTS applications. The real issue is "Do we locally modify COTS or wait for the software vendors to release the enhanced version".**

Recommendation: **1) Work with other federal agencies, including JFMIP, to issue requirements to vendors in a timely manner to address new directives; 2) I-MANAGE PMO will evaluate each potential customization on a case by case basis to determine complexity of the change, cost benefit, and political impact before making a decision to customize.**

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STARS Major Issues – B&R Recasting

Issue: B&R (Program) recasting will be a very labor intensive, manual process in I-MANAGE STARS (Oracle Application).

- FY 2005 B&Rs must be finalized in July 2004;

- Limitation must be placed on FY 2005 B&R changes;

- More discipline required in future on B&R changes to limit mid-year recasting;

Recommendation: Finalize creation of annual B&Rs in a timely manner (July) and only allow changes related to Congressional requirements, OMB requirements or Secretarial direction to limit mid-year recasting.

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I-MANAGE STARS – Key Implementation Decisions / Dates
(Extracted from Integrated Project POAM)

Key Implementation Decision Points & Contingency Planning

Task	Target Completion
Is STARS redesign completed and ready for User Acceptance Testing on May 3, 2004?	May 3, 2004
Is October STARS implementation feasible based on results from Round 1 of User Acceptance Testing?	June 15, 2004
Is October STARS implementation feasible based on results of final User Acceptance Testing?	July 30, 2004
Develop STARS "No Go" Contingency Plan to continue DISCAS/ MARS operations in the MEO environment.	August 3, 2004
Preliminary STARS "Go/No Go" decision (Is system ready? / Is DOE ready to operate system? / Is FY 2005 operational funding available?).	August 16, 2004
Final STARS "Go/No Go" decision.	September 22, 2004
Conversion of DISCAS/MARS to STARS and STARS set-up/ configuration to begin operations.	October 15, 2004 – October 29, 2004
Deploy STARS for user operations.	November 1, 2004

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I-MANAGE FMSIC Agenda

1. **Executive Steering Committee Briefing (March 2004)**

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☑ 2. **Integrated Contractor Update**

   - **Interface**

   - **Transfers**

   - **SGL**

3. **I-MANAGE Projects Moving Forward**

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Integrated Contractor Update – Interface

1. The STARS Integrated Contractor Interface has been developed and unit testing has been completed.

2. Crosswalks have been provided (I-MANAGE Website) for all segments including B&R crosswalks for testing purposes.

3. The FY 2005 B&R crosswalk will be published as soon as the FY 2005 B&Rs are defined (July 2004).

4. B&R Recasting will be performed on ending FY 2004 balances prior to the start-up/conversion to STARS (October 2004).

5. Questions and answers are posted on the I-MANAGE website.

6. Integrated Contractor "test" files in the new STARS format are due to the STARS Project Team for initial testing on April 23, 2004. Feedback from the STARS Project Team will be provided and additional "test" files will be required.

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Integrated Contractor Update – Transfers

BUSINESS PROCESS CHANGES
Cost Transfers/Cash Billings

FY 2003 Transfers/Cash Activity

- **Interoffice Cost Transfers - $1 Billion**
- **Memorandum Purchase Order (MPO) Cash Billings - $ 200 Million**

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Integrated Contractor Update - Transfers

Current Accounting Process for Transfers is a gap in STARS (Oracle Federal Financials)

- **STARS will not allow balances of less than $0.00 in the Accounts Payable, Purchasing, and Federal Administrative modules**
- **Current cost transfer process requires negative allotments and obligations by the authorizing office**
- **Cash billing process requires negative obligations by the performing office**

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Integrated Contractor Update - Transfers

In a memo dated April 16, 2004, DOE Field CFOs and Financial Managers were provided draft guidance recommending:

- Use of AFP changes whenever possible

- If not possible, record all Inter-entity activity as reimbursable work using internally created obligational authority

- Eliminate the authorizing office from the Inter-office Work Order (IWO) process

- Eliminate cost transfers - Contractors will invoice costs and collect funds

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Integrated Contractor Update - Transfers

Detailed Changes to Current Process:

- **New, unique Fund Type will be used for all activity**
- **Only the performing office will record activity in STARS instead of both performing and authorizing office**
- **A manual credit obligation entry will be made in the STARS General Ledger by each office based on the monthly estimate of internal DOE work to be performed**
- **Obligations made by the performing office will be at lower detail (work order number) than the current process [change needs to occur in DISCAS when implementing the new process]**

Integrated Contractor Update - Transfers

- **For small dollar items - continue the current policy of not requiring specific order numbers for activity between integrated contractors for less than $250K (use blanket work order number for each performing entity)**

- **Obligations, costs, and payments will be recorded for the work performed and a bill will be recorded in Accounts Receivable and issued to authorizing entity**

- **Authorizing entity will record transaction to program funds and issue payment to the performing office**

- **Contract value for performing entity will be increased for MPO activity**

- **Contract value for authorizing entity will not be reduced for IWO activity**

- **Manual credit obligation entry noted above will be adjusted at the end of specified reporting periods to adjust obligations in the new fund type to zero**

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Integrated Contractor Update - Transfers

NEXT STEPS:

- **Stop transfer process in current fiscal year - due to STARS conversion issues**

  - May – July 2004 all offices and integrated contractors reconcile all transfer activity

  - July 2004 - Last month to process cost transfers

  - August 2004 – DOE budget offices coordinate the obligating and deobligating of uncosted transfer funds (Requires contract modifications by Procurement)

  - September 2004 – MARS edits verify all transfer related accounts have zero uncosted balances

- **Start new process in current fiscal year**

  - July 2004 - create new fund type

  - August 2004 – DOE budget offices obligate performing office contracts

  - August 2004 – New process starts

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Integrated Contractor Update – SGL

1. **Non-Fund Accounting**

2. **Transfers**

3. **Equity Accounts**

4. **Month-end Edits**

5. **SGL Training**

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Integrated Contractor Update - SGL

Fund Type 51 and 54 are being eliminated

- Any data in these fund types will need to be converted to either the predominate funded fund type or the fund type that purchased the asset (contractor's choice).

- Contractors have been required to add an entry to the DISCAS/MARS Source Doc field on all Fund Type 51 and 54 transactions to include the prefix "USE" followed by the funded fund type for all existing Fund Type 51 and 54 transactions to be converted (e.g., USETC). It is extremely important that all Fund Type 51 and 54 data balance by the Source Doc.

  * **Edits are reporting many sites do not have their data in balance. The conversion of data from DISCAS to STARS will be out of balance if these errors are not corrected.**

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Integrated Contractor Update - SGL

Other Fund Type 5* are being eliminated

- Balances will be converted into the associated fund type

  * FT 57 will be converted to FT WD

  * FT 5E will be converted to FT VE

  * FT 5U will be converted to FT UE

Transfers

- BSC 8111 (issued) and 8112 (received) will be eliminated for funded Inter-office work by the end of August 2004

- Property and Inventory Transfers will be handled by SGL accounts 5730 (issued) and 5720 (received)

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Integrated Contractor Update - SGL

Equity Accounts

- Integrated Contractor Equity Account BSC 8123 crosswalks to SGL 57900400

- Integrated Contractor Equity Account BSC 8124 crosswalks to SGL 33100200

- Integrated Contractor Equity Account BSC 8125 crosswalks to SGL 33100300

Month-end Edits

- Balancing edits have been developed by the SGL Team

- Integrated Contractor files will be submitted directly to STARS (Germantown, Maryland) and processed through the STARS Integrated Contractor Interface

- DOE MEO/Residual Organization roles and responsibilities and the process for correcting errors in the interface is being analyzed and developed. This will be documented with a Interface Memorandum of Agreement between STARS and the Field CFOs (for Integrated Contractors)

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Integrated Contractor Update - SGL

SGL Training

- STARS Project will provide STARS functional training for users

- STARS Project is not responsible for SGL training

  ∗ Some Field Offices have provided (or plan to provide) SGL Training for their contractors

  ∗ Classroom and Computer-Based-Training (CBT) SGL Training available from Treasury and outside vendors

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☑ 3. **I-MANAGE Projects Moving Forward**

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I-MANAGE Projects - Moving Forward

Standard Accounting and Reporting System (STARS):

Complete STARS Set-up/Configuration - Ready for Testing Baseline – April 30, 2004
- Coding, unit-testing, system / integration testing, and production configuration

Complete STARS User Acceptance Testing – July 30, 2004
- Begin User Acceptance Testing – May 3, 2004
- Cyber Security Integrated into Project – Complete Certification and Accreditation – July 30, 2004

Preliminary Deployment (Go/No Go) Decision - August 16, 2004

Final Deployment Decision – September 22, 2004

STARS Implementation/Deployment – October 2004

I-MANAGE Data Warehouse (IDW):

Completed IDW Design Baseline – March 31, 2004

Complete IDW Set-up/Configuration - Ready for Testing – June 30, 2004

Complete IDW User Acceptance Testing – August 15, 2004

Preliminary Deployment Decision – August 25, 2004

Final Deployment Decision – September 30, 2004

IDW Implementation/Deployment – October 2004

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I-MANAGE Projects - Moving Forward

Standard Budget System (SBS):

Developed SBS Acquisition Plan - March 31, 2004

Acquire SBS COTS/GOTS Solution – June 30, 2004

Complete SBS Design Baseline – September, 2004

Corporate Human Resource Information System (CHRIS):

Operational since 1998 - Modifications/Enhancements planned in FY 2004 to implement an electronic SF-50, interface to STARS and Government-wide initiatives (Recruitment One-Stop and Enterprise Human Resource Information System) and to pilot PKI

eProcurement:

Project Planning/Requirements Analysis Started – April 2004

eTravel (Government-wide initiative):

Contract awarded for end-to-end Government-wide travel services

Completed DOE Migration Plan – March 31, 2004

DOE Migration – FY 2006

ePayroll (Government-wide initiative):

Outsourced DOE Payroll to DFAS – Completed (1st DFAS Pay - October 4, 2003)

Integrated Document Management System (IDMS):

Mission Needs Statement Developed / Decision made by I-MANAGE ESC to merge IDMS with other related initiatives (Super Portal, Concurrence Process, Knowledge Management and FOIA)

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